



Governor Chris Gregoire

GOVERNMENT MANAGEMENT ACCOUNTABILITY & PERFORMANCE

## GOVERNOR GREGOIRE'S COMMITMENT TO ACCOUNTABILITY

### **'It's not enough just to set priorities'**

Governor Chris Gregoire believes every state agency, every program, and every employee must be accountable for producing results citizens expect. That's why she is changing the culture of state government from one that focuses on programs and processes, to one that regularly measures results, improves performance, and identifies and solves problems.

In her "2006 Report to Citizens," the Governor explained why this is such an important priority: "It's not enough just to set priorities and talk about what we want to do. We also must measure government performance to make sure citizens are getting the best possible return for their tax dollars." Governor Gregoire also conducted a series of community meetings around the state to determine what state government results were most important to citizens, and what information they would need to determine whether those results were being delivered.

### **GMAP ISSUES & SCHEDULE**

(Dates may change; check [www.accountability.wa.gov](http://www.accountability.wa.gov) to confirm)

Economic Vitality .....	Apr. 11
Transportation .....	May 23
Gov't Efficiency .....	June 13
Safety .....	June 27
Vulnerable .....	July 11
Children and Adults	
Health Care .....	July 25

### **GMAP is a tool to promote accountability**

The cornerstone of the Governor's accountability initiative is the Government Management Accountability and Performance (GMAP) program.

GMAP is a management tool that promotes the sharing of current performance data – not years-old reports or isolated anecdotes – to achieve better results. The Governor and her leadership team meet in "GMAP forums" with agency directors to evaluate the results their agencies are delivering. These meetings provide an opportunity for candid conversations about what is working, what is not, and how to improve results. These public forums take place approximately twice a month in the Legislative Building in Olympia, usually beginning at 7:30 a.m.

Each GMAP forum is organized around one or more high-priority issues: economic development, health care, public safety, transportation, government efficiency and others. The conversations are candid, and questions are direct and challenging. This approach allows the Governor and her agencies to understand why certain results are occurring; to authorize changes if necessary; and to set expectations for future performance. By revisiting key issues regularly, the Governor is able to follow up to make sure results meet expectations.

## GMAP – part of the Governor’s management framework

GMAP is an important part of the Governor’s “management framework” – an integrated strategy to ensure that planning, priority-setting, spending, performance measurement, and initiatives for improvement are in synch. The public may not know the state is “doing GMAP” or using the “management framework” – but citizens do expect accountability for results, and GMAP and other management tools help state managers and leaders make it happen.

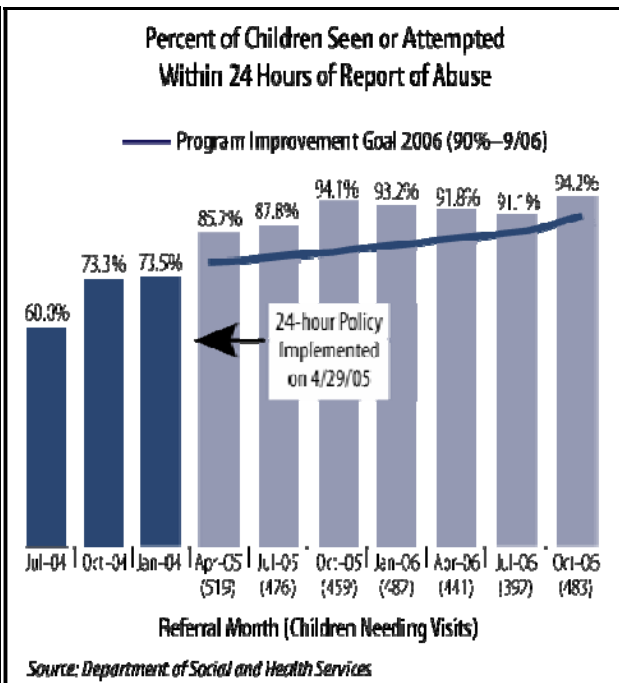
### Initial GMAP results are very encouraging

The GMAP program began in 2005 and already has helped improve performance in several areas. For example, the Governor and the Secretary of the Department of Social and Health Services have used GMAP to significantly increase the speed with which DSHS social workers respond to complaints of child abuse and neglect where the child’s life is believed to be in danger. As a result, the state is beginning to see lower rates of repeat abuse.

As the illustration at right shows, response times improved significantly after the Governor instituted a policy that DSHS staff would respond to emergency complaints within 24 hours in at least 90% of the cases. GMAP provided the venue for regular progress reports and detailed tracking of agency performance. It also enabled agency leaders to talk regularly with the Governor and her executive team about a wide range of operational issues and policies that affect this critically important agency responsibility. Today, DSHS is responding within 24 hours more than 90% of the time – about a 20% improvement.

The Governor’s report to citizens describes this example and others, including GMAP-related efforts that have:

- **Reduced unanticipated employee leave** by nearly half at the state Health Care Authority;



- **Doubled job placement rates** at the Employment Security Department’s offices in Pierce County; and
- **Improved worker safety programs** at the Department of Labor & Industries.

### How to get more information about GMAP and accountability

More information about the Governor’s accountability initiative is available on the GMAP website:

GMAP overview and links:  
<http://www.accountability.wa.gov>

The 2006 report to citizens:  
[http://www.accountability.wa.gov/citizenreport/report to citizens.pdf](http://www.accountability.wa.gov/citizenreport/report%20to%20citizens.pdf)

The management framework:  
<http://www.accountability.wa.gov/framework/default.asp>

Citizen outreach:  
[http://www.accountability.wa.gov/citizen/exec\\_summary.pdf](http://www.accountability.wa.gov/citizen/exec_summary.pdf)

**For more information:**  
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